

**Ohio Parenting and Pregnancy Program Grant**  
**APPENDIX A**  
**TECHNICAL APPLICATION**

**Instructions:** Applicants are to fully complete this application and submit it with any additional required documents to be officially deemed the applicant's submitted response. Applicants may replicate this application in order to provide necessary responses; however, no application text may be altered or the applicant may risk disqualification.

<b>Application Cover Page</b>
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<b>Organization Name:</b>	Coleman Professional Services
<b>Organization Address:</b>	5982 Rhodes Road, Kent, OH 44240
<b>Point of Contact:</b>	Heidi Shaffer, Grant Writing Specialist
<b>Telephone Number:</b>	330-676-6815
<b>Fax Number:</b>	330-678-3677
<b>E-mail Address:</b>	heidi.shaffer@coleman-professional.com
<b>Federal Tax Id Number:</b>	34-1240178
<b>OAKS Vendor ID (if have one):</b>	0000053123
<b>DUNS Number:</b>	089247571
<b>Director/CEO:</b>	Nelson W. Burns
<b>Name of Signature Authority:</b>	Nelson W. Burns
<b>Title of Signature Authority:</b>	President & CEO
<b>E-mail Address of Signature Authority:</b>	nelson.burns@coleman-professional.com

**Ohio Parenting and Pregnancy Program Grant**  
**APPENDIX A**  
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**Mandatory Applicant Qualifications: 1-4**

***1. Provide evidence of private not-for-profit organizational status.***

Coleman Professional Services 501(c)(3) tax status determination letter is attached – Attachment 1A

***2. Demonstrate physical location in the state of Ohio. Please provide your agency's office location.***

Coleman Professional Services operates ONLY in the State of Ohio. The administrative offices are located at: 5982 Rhodes Road, Kent, OH 44240  
(See Location of Business Form)

***3. Program Assurances affirmation page included in submission.***

The Program Assurances have been signed by Coleman Professional Services President & CEO and are included in submission.

***4. Identify and assign one key staff person to serve as Program Lead who can demonstrate a minimum of two years of experience operating in areas of family planning or other services such as abortion prevention services, childbirth promotion, parenting development and/or adoption assistance and also resides in Ohio.***

**PROGRAM LEAD: Roseann D'Agati, MSSA, LISW-S**

***Program Lead Profile:***

Roseann D'Agati will serve as the Program Lead and also the Outcome Manager for the Parenting and Pregnancy Program. She has over 25 years of experience working with children, adolescents, young adults and families in individual and group settings. She is committed to keeping children in the family whenever possible and strengthening families to best support the needs of the child. Ms. D'Agati was a licensed adoption assessor for nine (9) years, and supervised home-based programs, both in faith-based and in secular social service and behavioral health care agencies. She trained foster and adoptive parents for over eight (8) years and made sure they met DJFS and the State of Ohio Revised Code qualifications. While at Coleman Professional Services, she has developed parenting education programs in partnership with the Portage County DJFS. Ms. D'Agati is passionate about providing for the needs of children, teens and transitional age young adults. In short, Ms. D'Agati's experience in both parenting development and adoption services far exceeds the two (2) year minimum years of experience. In addition, she has worked indirectly in family planning through her years of providing family-based counseling services, including adoption and foster care placement and follow-up services. The role of Program Lead would allow her to help disadvantaged youth and young adults who have unplanned pregnancies and who choose to raise the child successfully navigate the transition to adulthood. Too often these young adults act out of stress and unrecognized trauma, repeating patterns and risky behaviors that may negatively affect the child's development and the creation and maintenance of a strong family system. Ms. D'Agati is committed to helping these individuals and families develop a path out of poverty as healthy and responsible parents, or assist with adoption resources if chosen. Ms. D'Agati's guiding principle is to help provide the child with the best start in life possible.

The position as Program Lead for this grant serving the Coleman Pregnancy Center will draw on Ms. D'Agati's knowledge and skill with clinical resources, as well as utilize the network of community agencies she has developed strong linkages with to provide holistic services to these young adults or teens in crisis. Ms. D'Agati oversees Coleman staff who provide the parenting programs at the Portage County Department of Jobs and Family Services. She meets three times per month with Children's Services to coordinate collaborative treatment for mutual children and families. Ms. D'Agati's familiarity with the Transitions to Independence (TIPS) program for youth and young adults, and her outreach in area schools provides experience and opportunities to work on a deeper level with this population, including through the Coleman Pregnancy Center if funds are provided. Ms. D'Agati has recently become certified in Trauma-Focused Cognitive Behavioral Therapy and its adaptation for children and youth. She brings the ability to work with often-hidden behavioral health and substance use issues that can impair the health of the fetus, and cause ineffective parenting (or abuse or neglect) if undiagnosed or insufficiently untreated. Ms. D'Agati believes that healthy parents raise healthy children and in her clinical practice she treats the whole family system.

Roseann D'Agati currently serves as Director of Coleman Professional Services Child and Adolescent Services. In this capacity she has been responsible for developing new programs, including planning for a \$1.7 million *Center of Excellence for Children* to be opened at Coleman's Kent campus this fiscal year. This facility will serve children, teens and at risk transitional age young adults over age 18. It will be next to the Coleman Pregnancy Center and will serve some of the same individuals as parents (or infants and toddlers). Ms. D'Agati and her staff are credentialed and experienced in providing stabilization services to those in crisis and to help them develop an individualized plan toward recovery and independence.

The Program Lead will be a 25% FTE position, overseeing the Pregnancy Center's mission to provide educational and supportive services promoting childbirth, adoption support and parenting development, including behavioral health referral as indicated. The Program Lead will consult with the Case Worker and Nurse/Trainer positions to assist with the development of volunteer training materials, oversee outreach efforts, and provide clinical support as needed. The Program Lead reports directly to Coleman's VP and Chief Clinical Officer, Sandy Myers, who serves as Coleman's liaison to the Pregnancy Center's Advisory Board.

*Program Lead Resume: Attached*

*Affirmation of State of Ohio Residence: Attached*

## **Roseann D'Agati, MSSA, LISW-S**

### **Relevant Experience Working with Children, Youth, and Families**

#### **Coleman Professional Services**

Kent, Ohio

*Director, Child and Adolescent Services*

February 2012 to present

Provide clinical and administrative leadership to a team of therapists and cpst case managers. Responsible for cpst, counseling, and school based services to children, adolescents, and transitional youth. Also responsible for maintaining program budget, assisting with grant applications, hiring, and all day to day operations. Also provides therapy to a small case load of children, adolescents, and transitional youth.

#### **Beech Brook**

Pepper Pike, Ohio

*Director, Family Based Community Psychiatric Supportive Services (foster care and adoption)*

May 2004 to February 2012

*Earlier Position - Program Director - Level IV (Therapeutic) Foster Care*

*Earlier Position - Supervisor, Level IV (therapeutic) Foster Care*

*Earlier Position - Clinical Supervisor (foster care and adoption programs)*

Oversees clinical and administrative leadership to a team of supervisors, cpst case managers, and wrap around workers. Oversees day to day operations of all aspects of treatment provided in the foster and adoption programs. Successfully grew Level IV pilot program into a fully functioning program that doubled in size in the second and third year of operation. Treatment and therapeutic foster care programs utilize an intensive, clinically driven team based approach with the goal of managing the most at risk youth in foster care utilizing intensive CPST services with wrap around support. Responsibilities include developing risk management protocols and tools, overseeing the assessment, management, and monitoring of high risk children and adolescents. Responsible for training and implementation of these risk management protocols and tools with foster parents and staff. Lead substantial program redesign in order to increasingly accept, and better serve, increasingly difficult youth. Oversees compliance with agency dashboards, Medicaid and ODJFS compliance, all hiring and terminations for the foster care and adoption programs. Also provided consulting on prn basis from February 2012 to January 2013.

#### **Cleveland Christian Home**

Cleveland, Ohio

*Clinical Supervisor*

February 2003 to May 2004

Primary responsibilities included clinical supervision and the provision of mental health services within the treatment foster care and adoption program. Clinical services supervised and provided include diagnostic assessment, individual, and family counseling. Provision of training and education to foster parents. Duties also included clinical supervision within the partial hospitalization program and supervision in the AGAPE Independent Living Program. Responsibilities include assuring the provision of quality service in accordance to standards set by ODMH and ODJFS.

#### **Catholic Charities/Parmadale**

Parma, Ohio

*Clinical Supervisor*

January 2001 to February 2003

Responsibilities included clinical supervision and the provision of mental health services within a residential treatment facility servicing adolescents with mental health and behavioral needs. Clinical services supervised and provided include diagnostic assessment, individual, group, and family counseling. Responsibilities also included program development, staff education, training, and assuring compliance with ODMH and ODJFS documentation standards. Services provided within the Special Needs Boys Cottage and the St. John Bosco Program (adolescent males dually diagnosed with mental health and MR/DD). Also provided interim supervision and services within the partial hospitalization program.

**UHHS Laurelwood Hospital and Counseling Centers***Intake Worker and Social Worker**Out Patient Clinician and Inpatient Social Worker*

Willoughby, Ohio

May 1992 to February 1993

October 1993 to January 2001

Provided inpatient and outpatient mental health services to children, adolescents, adults, families, and groups. Strong psychotherapy, case management, diagnostic, and psychosocial assessment skills required. Wide variety of issues treated including sexual and physical abuse, ADHD, eating disorders, reactive abuse issues, and behavioral disorders. Outpatient services provided to both inner-city and suburban consumers. Care provided to clients with commercial insurance, Medicaid, and Medicare. Responsibilities included collaborating with managed care organizations to advocate for necessary and appropriate services for consumers. Provision of services emphasized the collaboration of a multi-disciplinary treatment team and support from informal and formal support systems that enable the patient to be treated in the least restrictive environment while receiving quality and appropriate care. Provided and coordinated system-wide training, education, and consultation, to clinicians regarding clinical documentation in order to meet requirements of regulatory boards. Spearheaded agency preparation for audits conducted by the CCMHB.

**Lake County Mental Health Center***Parent Aide*

Mentor, Ohio

May 1990 to April 1993

Part time position working in an intensive home-based family preservation program serving families with behaviorally handicapped children and adolescents that ran a high risk for re-hospitalization or placement outside the home. This part-time position required stabilizing the child's behavior and family functioning, improving parents' sense of competency through training and practice in behavior management skills, and teaching more adaptive coping skills to children, adolescents, and their families.

**Education****Case Western Reserve University /Mandel School of Applied Social Science (MSSA)**

Cleveland, Ohio

**Lake Erie College (BA)**

Painesville, Ohio

**Licensure and Certifications**

LISW-S – 10008136-S

Certified in TFCBT

Adoption Assessor (inactive, requires refresher course)

July 21, 2014

I, Roseann D'Agati, affirm that I am a resident of the State of Ohio.

5982 Rhodes Road  
Kent, Ohio 44240

330.673.1347  
800.673.1347  
Fax 330.678.3677

Signed:



Date:

7/21/14

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Employer and Service  
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*In association with Allen,  
Angela, c. Hardin,  
Portage, Stark, Summit  
and Trumbull Community  
Mental Health Boards*

*Accredited by CARF, the  
Commission on  
Accreditation of  
Rehabilitation Facilities,  
Ohio Department of  
Mental Health, Ohio  
Department of Health,  
and Ohio Department of  
Drug and Alcohol  
Addiction Services*

### **Organizational Experience and Capabilities: (5-6, 2 page max.)**

***5. Clearly identify the indicators of your agency's effectiveness, quality and outcomes achieved for similar programs. And if the desired outcomes were not met, include an explanation of the lessons learned and how those obstacles were corrected.***

An examination of mostly hand-recorded data from Jan. 1, 2010 through June 30, 2014 found that the primarily volunteer-based Pregnancy Center has served 153 clients, providing a range of services and material goods to support pregnancy, childbirth and parenting. Out of 153, 113 were pregnant at the time of service. (Some clients were also family members such as grandparents and fathers.) Of the 113 pregnant women, 60 chose to parent, 2 chose adoption, 48 had an unknown outcome. Of those served, 66 were provided with follow-along services and material goods until no longer desired. A total of 418 appointments or contacts were made with those seeking services, including multiple support services for some individuals and families.

A majority (55%) of the pregnant women who sought services were known to complete their pregnancies, with two of those opting for adoption. The Coleman Pregnancy Center considers this to be a very positive outcome and believes with adequate funding that many more women and their families in and around the Portage County area can be served and lives saved.

With funding provided by the grant, the Center expects to serve 100% more clients during the first year of funding (increasing greatly thereafter), provide expanded services and improved follow-up services and data tracking. Prior to the merger with Coleman Professional Services, data collection was done by hand and was only entered into a spreadsheet recently by going through paper records. Records, including outcomes and demographics, were sometimes incomplete. We have learned that utilizing Coleman's electronic health records system and training staff and volunteers to use it correctly will greatly reduce time and improve accuracy.

***6. Describe your agency's length and depth of experience providing services in the following areas (minimum of 2 years in each): a. Family Planning or other services; b. Abortion prevention services & childbirth promotion; c. Parenting development and/or adoption assistance.***

The Coleman Pregnancy Center began as a faith-based social concerns organization in 2008. Its roots in Portage County and in the core services of childbirth promotion, abortion prevention, family planning, and parenting development/adoption assistance run even deeper, based on the experiences of the volunteers who have staffed it and served as leaders. Many passionate Portage County volunteers have carried the Center, initially called the Pregnancy Center of Kent, through its founding and development, and are now helping with its transition to a professional staff with well-trained volunteer support. These volunteers all have stories of what motivated and inspired them to become involved, as well as skills and experience related to the core services of the Center in its mission to promote childbirth, support families faced with unplanned pregnancies and lack of resources, and provide a healthy start to life for children, especially the critical first year of life. (See Staff and Volunteer profiles for experience.)

The Coleman Pregnancy Center was born as a response to a need in Kent and Portage County that no other group stepped up to fill at the time. Parishioners who had begun meeting as a pro-life group at St. Patrick's Church became distressed at the closing of Birthright of Portage County, a non-profit affiliate of the international organization. Located in Kent, Birthright was the only center promoting childbirth and providing abortion prevention services in Portage County by providing education and material support

to women with unplanned pregnancies. Many members of St. Patrick's Church had volunteered for this organization, or had organized drives through area churches to collect items for use by pregnant women and their infants. A small steering committee was founded to discuss what steps to take to fill the void and word was spread through the area churches and community organizations concerned with providing options to abortion and support for families with unplanned or crisis pregnancies.

Some former Birthright staff joined with volunteers from area churches. Some of these volunteers had years of professional work experience in health care settings working with pregnant women and children, have worked in educational fields, or in social services helping families to parent more effectively, or adopt or foster children. This group of approximately a dozen members decided to create the Pregnancy Center of Kent. A Planned Parenthood office was located prominently on Main St. in Kent. The group decided that visibility was important for providing women with knowledge of an alternative to abortion, but they couldn't afford to pay for an office. A founding member offered a second floor space in a building she and her husband owned. They received their non-profit corporation status from the State of Ohio in July 2009, held their first Board meeting in October 2009 and opened the door for clients on December 28th, 2009.

Over the next 3 years, the Pregnancy Center of Kent served women with an all-volunteer staff that was trained and ready to address physical, emotional and spiritual needs of all who came to the Center, including providing family planning help, , prevention of abortion through counseling support, promotion of childbirth offering material and emotional support throughout the pregnancy and after the child's birth, and offering parenting education services including individualized education using curriculum developed by Heartbeat International, and referral to parenting classes at Robinson Hospital. Women with expected and unexpected pregnancies, their families, fathers, grandparents and others who provided support had a place to turn for help.

In 2012, the Pregnancy Center of Kent lost its donated space to a business expansion. At that time, a member of the Pregnancy Center's Board was also serving on the Board of Trustees of Coleman Professional Services, a nationally recognized behavioral health care agency serving the community since 1978. Coleman's President and CEO Nelson Burns heard about the need and offered space to the Pregnancy Center of Kent at a very low rent.

Coleman has provided high quality care to Portage County for almost four decades and shares the same passion as the Center did for providing practical support to help needy individuals build independence. Coleman's mission is to improve lives of individuals and families in the community. The vision is to engage people in improving their own lives. Pregnancy Center board members wanted to broaden the reach of the Center to better serve all of Portage County. They sought to increase the level of services to clients to encourage more skill-building in parenting and employment potential. They recognized the potential of a deeper partnership with Coleman. The Pregnancy Center of Kent dissolved their non-profit corporation status in 2013 and became a service offered by Coleman Professional Services. The name was changed to the Coleman Pregnancy Center to solidify the new partnership.

Volunteers continue to provide many of the services provided since 2009, including: pregnancy testing and prenatal vitamins; advising and advocacy for childbirth; sharing information and resources about pregnancy, prenatal care, and labor; material goods such as diapers, baby equipment and maternity clothes; and, effective parenting and adoption information. At Coleman, services have been expanded to include referrals to behavioral health care and employment services for qualified individuals, and knowledgeable referrals to community resources. All services have been provided free-of-charge.



**Key Staff Experience and Capabilities (7-10, 8 pg. max, not including resumes)**

Profiles and resumes must easily identify how the applicants' assigned key staff meet the required experience and capabilities for the program. Include resumes and profiles for all persons proposed for key positions.

***7. Identify and assign a key staff member as Program Outcome Manager to be responsible for ensuring that the applicant's proposed planned uses of funding have been successfully accomplished and provided. The Program Outcome manager should have at least one (1) year of experience in working in areas of family planning or other services such as abortion prevention services, childbirth promotion, parenting development, and/or adoption assistance.***

**PROGRAM OUTCOME MANAGER: Roseann D'Agati, MSSA, LISW-S**

**Program Outcome Manager Profile:**

In addition to Program Lead, Roseann D'Agati will also serve as the Program Outcome Manager for the Coleman Pregnancy Center grant at 10% FTE. She has experience in program development and in meeting proposed outcomes such as increase of numbers served, provision of new or expanded services, and expanding geographical areas served. As Director of the Family Based Community Psychiatric Supportive Services at Beech Brook, Ms. D'Agati successfully grew a pilot foster and adoption program that doubled in size in the second and third year of operation. While at Coleman, she supported the transformation of a volunteer-founded youth leadership program in area high schools into a professionally managed peer education and support program funded by the United Way of Portage County and the Portage Foundation. She recently expanded an established school-based behavioral health program funded by the Ridgecliff Foundation to a second rural school that had never before had access to these services. Additional grant-funded programs included a rigorous evidence-based training program for staff funded by the Margaret Clark Morgan Foundation. Ms. D'Agati's efforts overseeing programs have nearly always met or exceeded expected goals. Ms. D'Agati looks forward to the challenge of transforming a largely volunteer and faith-based organization into a more professionalized service, without losing the community-based support that has carried it since its inception five years ago.

While serving as the Program Lead, Ms. D'Agati will access the resources available at Coleman Professional Services with continuous quality improvement, data mining, and Coleman's Healthcare Statistician. Coleman utilizes an electronic health record, Qualifacts. In addition to the reports that can be run within Qualifacts, Coleman purchases data mining through SPQM. All of the data from the EHR is downloaded to SPQM and can then be put into configurable reports. Most significantly, Coleman employs a Healthcare Statistician responsible for:

- Designs and implements studies, and surveys to assist healthcare professionals with the collection, analysis and interpretation of useful information;
- Applies mathematical principles to scientific problems and questions, helping researchers decide whether large scale experiments or studies are viable or even necessary, saving the organization time and money;
- Interprets data on diseases, illnesses and other health problems, helping public health organizations gain a better understanding of a population's health.

The role of the Healthcare Statistician will guide the data collection of this grant.

*Program Outcome Manager Resume attached – see #4 after Program Lead*

***8. Identify and assign a key staff member as Fiscal Specialist to be responsible for preparing the monthly invoices and ensuring adherence to fiscal policies and procedures, and preparing any additional reports as necessary. The Fiscal Specialist should have at least one (1) year of experience in working with fiscal programs and/or systems.***

**FISCAL SPECIALIST: Janet Benjamin**

**Profile:**

Janet Benjamin will serve as the Fiscal Specialist for this program. Coleman will provide these services, estimated to be 5% FTE, as an in-kind match to the grant funding. Since June 2011, Ms. Benjamin has provided grant invoicing services for Coleman Professional Services and for Trillium Family Solutions. The billing she does includes several Stark County Department of Job and Family Services contracts. She has familiarity with the OAKS system, in addition to other billing systems and portals. Ms. Benjamin will prepare the monthly invoicing and create reports as necessary. The Coleman Pregnancy Center Program Lead/Outcome Manager and the Case Worker will ensure all data is entered into Qualifacts upon delivery of services so that Ms. Benjamin can provide billing and necessary reporting in a timely manner. *Fiscal Specialist resume is attached.*

***9. Identify and assign at least one key staff member as Case Worker to be responsible for coordinating care, resources and services for individual or family participants that will provide services to promote childbirth and parenting. The Case Worker should have at least one (1) year of experience in working in areas of family planning or other family services that promote parenting, two-parent families or family intervention services.***

**CASE WORKER: Rebecca Conaway**

**Profile:**

Rebecca Conaway will serve as the 75% FTE Case Worker for the Ohio Parenting and Pregnancy Grant. The Case Worker is considered by Coleman Professional Services to be at the heart of the work of the Pregnancy Center since it provides 1) direct client care; 2) outreach in the community and knowledge of resources; 3) recruitment and support of volunteers who work mostly with client services; and, 4) development of services and programming tailored to the needs of those served. This position also involves working with Qualifacts, the electronic health record Coleman utilizes in tracking client service usage, and understanding HIPAA regulations. Ms. Conaway has wide-ranging experience in directly providing many of the services the Coleman Pregnancy Center currently offers, experience in maintaining detailed clinical records, and is eager to help expand the services as well as the number of clients served over a larger geographical area.

Ms. Conaway has been serving as the Coleman Pregnancy Center Coordinator since April of 2012. In this position she has worked directly with clients in providing childbirth advocacy and support services, and has conducted outreach for the Center through contacts with other agencies, within Coleman, at Kent State University, area health departments, and, (often through volunteers), the area churches and community organizations. Ms. Conaway has brought her experience as an Employment Services Coordinator, Clinical Counseling Intern, and Case Manager for Coleman's Child and Adolescent Services, as well as work as a Housing Specialist and Domestic Violence Specialist within the community to this position. Her skills and experience are providing the Coleman Pregnancy Center a wider and more holistic perspective on the needs of clients, including fathers and family members, in developing support for the pregnancy but also in developing financial independence, improved mental health, and parenting

skills. She can also provide linkage to benefits, including Medicaid, and other community services providing education and supportive safety net services.

Ms. Conaway obtained a BA in Psychology and is pursuing a MA in Clinical Mental Health Counseling. As an undergraduate, she had a college internship working at a one-stop employment center, which provided practical employment counseling to individuals and families in need of job supports. She saw how providing simple support could greatly enhance the quality of life within a family and she wrote her senior honors thesis on the connection between significant support systems and self esteem. In high school, Ms. Conaway had two close friend face a crisis pregnancy. Both had similar upbringing, family backgrounds, and education; but one chose to parent and one chose to abort. She said that walking through this crisis with each of them was critical in understanding the importance of support. The friend that chose to carry to term had more immediate support than the one who chose to abort. This experience and understanding has significantly shaped how Ms. Conaway has selected an educational and career path, and how she has provided care to adults, children and families in Portage County over the past eight years.

Ms. Conaway worked closely with homeless families living in poverty to find housing, to find community agencies to meet their needs, to ensure their kids were able to attend school, to provide relationship support to families, and to empower individuals to seek self-sufficiency and create a healthier environment for themselves and their children. As a case manager for Coleman, she worked with children, individuals and their families living with mental illness. She worked with schools to ensure the child's total wellbeing. She evaluated, supported, and coordinated basic needs; developed and maintained detailed clinical documentation; visited clients in the community and in their home(s) with children present; helped families develop budgets and financial responsibility; and advocated for client needs at local community agencies. She learned how to creatively help clients obtain and maintain housing, psychiatric support, financial support, daycare, employment, health care, education, and develop stronger family coherence and supports.

When the Pregnancy Center of Kent moved into Coleman, Ms. Conaway saw this as an opportunity to expand a grassroots organization into a multifaceted care support system for individuals during a critical decision and transition time in their lives. She began as a part-time Administrative Assistant, while also working for Coleman's Employment Services. When the volunteer Executive Director resigned, Ms. Conaway was promoted to Program Coordinator. In this new position, she was responsible for picking up the responsibilities left by the part-time Executive Director, as well as beginning the process of integration with Coleman Professional Services as the Coleman Pregnancy Center. Ms. Conaway has worked with the Advisory Board and the client support volunteers to develop a mission statement, new programs, and has developed outreach strategies. She has immense enthusiasm for the work of the Coleman Pregnancy Center and is able to convey this to clients, volunteers and community members who may provide support, including material items, as well as provide outreach to teens and transitional adults regarding the support services of the Center. Because she is a young adult herself, her ability to provide this "peer support" provides both energy and authenticity to the Coleman Pregnancy Center's services and outreach efforts. Ms. Conaway's enthusiasm for the program has resulted in new, young volunteers working in the Pregnancy Center. She has also developed innovative programs using community-based resources and volunteers, such as the "Grandma Squad", which is a group of 9 older women who want to be "on call" for clients, especially when pregnant. As they are trained and go through the Coleman orientation, these volunteers provide crisis pregnancy counseling and other types of phone support.

A portion of Ms. Conaway's salary (25% FTE) will be supported through volunteer-based fundraising efforts. This "Outreach Coordinator" portion of her time will be devoted to developing promotional materials and conducting outreach within the community such as for church groups, social service clubs and stronger linkages to other social service agencies within Portage County and the surrounding communities.

*Case Worker resume attached.*

**10. Identify, by position and by name, any additional staff your agency considers key to the program's success located within the service providers' office. Provide a list of key staff, their relevant education and work experience (including the subject and duration) and the duties they will perform under this program.**

**A. Nurse/Trainer: Linda Trautman, RN**

**Profile & Job Description:**

Ms. Trautman is retired from a long and successful nursing career. She has served as a volunteer for the Pregnancy Center, but believes she can contribute more by working in a paid contract position with more responsibility and accountability. She will be providing family planning and education to help pregnant women create a healthy physical environment before and after the child is born. Ms. Trautman has over 30 years experience as an obstetrical nurse that she brings to the Coleman Pregnancy Center. She has volunteered for the Pregnancy Center for 2 years and provided direct services to many of the clients, including pregnancy testing, obtaining personal and medical history, providing prenatal, childbirth and postnatal education and support. She has also mentored volunteers.. As a paid staff member, she will also provide more postnatal follow-up services to help birth mothers understand their healthcare and self-care needs, including support with postpartum care, infant care and exercise plans. Ms. Trautman understands the value of creating deep and lasting one-on-one relationships with clients and client families. It increases motivation on the part of clients to participate in programs, share important information, and make necessary behavioral changes. She says she loves to work with pregnant women and parenting families to change destinies.

As Nurse/Trainer for the Coleman Pregnancy Center, Ms. Trautman will train and monitor volunteers who work directly with clients as Childbirth Advocates. She will assist the Program Lead and Case Worker with updating training curriculum and procedures for tracking services to clients. She will work with other staff to identify opportunities for small group classes and community education. Ms. Trautman has begun to work on an individualized or small-group educational program, building on her years as a nurse and as a volunteer: "Your Body During Pregnancy;" "Preparation for Labor", and "Infant Care". She provides women with objective information that can help them build confidence and make healthy and life-affirming decisions.

If funded, Ms. Trautman will work an average of 8 paid hours per week providing pregnancy health care and education services directly to clients and training volunteers to provide advocacy and follow-along services. Ms. Trautman will work closely with the Case Worker to integrate health care and education with other support services such as a menu of employment services, provision of material goods, behavioral health services as indicated, and referral to other agencies in the community for services not offered by Coleman, such as food support programs. As a licensed health care practitioner, Ms. Trautman can offer nutrition information, as well as help provide follow-up to prenatal nutrition classes Coleman Pregnancy Center is offering in the community to all pregnant women and families, regardless of circumstance.

*Nurse/Trainer resume attached.*

#### **B. Employment Specialist: Carly Crane, MA**

##### **Profile & Job Description:**

Carly Crane, a Vocational Rehabilitation Specialist, will provide services to Coleman Pregnancy Center clients that indicate at the Needs Assessment (or later) that job skills, job development and job placement and follow-up services may be desired to position them for a greater degree of independence during pregnancy and for up to one year after the birth of the child. Although the client base will not be large, it is estimated that 10% of Ms. Crane's work at Coleman Professional Services will be to provide employment services to clients of the Coleman Pregnancy Center because the services can be extensive and provided over a long time period. It is estimated that each client who desires employment services will receive 10-15 hours of her time. (Coleman will also work to find alternative funding sources for clients utilizing employment services.)

Ms. Crane recently assisted in developing a curriculum for Job Seeking Skills, customized for individual or small groups of pregnant women or parents/families of young children. Part of her role will be to develop enhanced materials and provide trainings and assessments for an expanded job readiness, development and placement program for the Coleman Pregnancy Center. She will be assisted by the Case Worker, who also has experience providing employment services. Coleman Employment Services has developed customizable curriculum for job skills training she is able to use. "Skills to Pay Bills" is focused on developing and improving computer skills, including data entry and software packages. Coleman's "Customer Service Training" acknowledges the need in almost every job to work with customers, both internal and external.

Ms. Crane has a passion for serving transitional age youth and young adults. She has worked at Kent State University providing classroom educational support services to college students, as well as job support for students at on-campus worksites. She is familiar with the many barriers faced by parents of young children who need to work and can help locate community resources for daycare and transportation. The grant funding provides some limited support for these items until community linkages to resources are made.

This position is being provided for the grant-funded program; however, there have been some efforts through the years of operation to help reduce or avoid the dependence of families by promoting job preparation and work – a TANF goal. The proposed expanded program will provide a wider range of services and will build in an expectation that every Pregnancy Center client who wants the services can obtain work readiness support, including job placement and follow-up services as indicated.

*Employment Specialist resume attached.*

#### **C. Volunteers**

Volunteers provide many of the services of the Coleman Pregnancy Center and will continue to do this with the funded, expanded program, saving costs and providing energy and linkage to the wider community to help with outreach. Currently, eight (8) volunteers, many of them new, are serving or are being trained. Volunteers collect and stock the material goods such as diapers, maternity and baby clothing, car seats, toys, bedding and hygiene items. A marketing intern from Kent State will be volunteering this fall at the Pregnancy Center. Carefully trained volunteers will serve as Pregnancy

Advocates, providing intake assessments, caring support, and linkage to services within Coleman and the community. They will serve to provide a deeper level of follow-up support for client families as well.

Volunteers also contribute to sustaining the mission of the Coleman Pregnancy Center through participation on an advisory board. Coleman's Vice President and Chief Clinical Officer Sandy Myers serves as Coleman's representative to this advisory board, linking the Pregnancy Center to Coleman's wide range of services and community partners. The advisory board currently consists of 6 members. Each member adds something unique to the Pregnancy Center, connecting the Center to the larger community. Since the merger with Coleman, this board has managed to maintain the funding level to keep a regular paid staffer at 25% FTE to keep the Pregnancy Center alive. They will continue providing this fundraising support. With grant funding, the Advisory Board will play a role in helping to expand the reach and services of the Coleman Pregnancy Center.

#### **Advisory Board Profiles:**

**Tom Freeman** is one of the Pregnancy Center founders and serves on the Coleman Pregnancy Center Advisory Board. Tom Freeman has had a long history of caring for families and for pregnant women and new parents. Mr. Freeman served as the executive director of the Florence Crittendon Center of Greater Cleveland in Akron, a residential home for unwed mothers until the early 1970s. While there, he founded a school for the women to continue their education and a daycare center for the infants. He developed many caring relationships that often went beyond the women's stay at the Home. The legalization of abortion and cultural changes saw the closing of this Center. Mr. Freeman then became the Director of Catholic Charities for Portage and Stark counties where he oversaw the provision of a range of supportive services for children and families. He also assisted with adoptions. Later, he became the area director for the Northeast Ohio Youth Commission where he became increasingly concerned with the high rate of abortion, particularly for Kent State University students in Portage County. While in high school, Mr. Freeman had a friend who died from an abortion, an experience that moved him deeply for both of the young lives lost. Mr. Freeman, who went on to become a Portage County Commissioner from 1977-82, raised his own family, had many leadership roles in the community over the years and was an active member of St. Patrick's Catholic Church in Kent. He has served on the Board of Directors of the Kent Pregnancy Center and now the Advisory Board of the Coleman Pregnancy Center since the agency began service in 2009. He has provided tens of thousands of his personal funds to support the Center.

**Frank Smith** serves at the Advisory Board's current chairperson. He has served on the board since the doors opened to the community in 2009. Frank has made significant financial contributions to better the Center. Frank has a deep respect for human life, and appreciates first-hand the joy that comes from adopting a child. He served most of his career as a math professor at Kent State and knows the difficulties students can face. He wants to make sure that every student and woman regardless of situation has all of the opportunities to succeed.

**Alice Ickes** has served on the board for 4 years. She has a diverse family and knows the adversity and obstacles mothers can face without the right support. She is a Police Officer and currently serves at the Kent State University police force, which frequently puts her in front of women facing crisis and victimization. Offering hope when there seems to be none is her everyday job. In addition to her involvement at KSU, her husband is a fourth degree member of the Knights of Columbus. Hugh Ickes has been one of our biggest supporters by organizing collaborations between the Knights of Columbus and the Pregnancy Center. Because he is a fourth degree member, he has influence with each community's

chapter, which allows for wider outreach. The Knights of Columbus have partnered with our center for 4 years to put on our yearly reverse raffle, which has been a large source of income.

**Joyce McComb** has served on the board for 3 years and along with her husband is considered a “mover and shaker” around Portage County. She is heavily involved with the KSU Alumni Association. She has a background in education and believes it is one of the most important keys to raising a healthy baby. She gets to see the fruit of our services as pregnant students overcome their obstacles and become well-rounded parents and successful community members.

**Joan Ferrara** is part of one of Portage County’s most influential families. Joan has taught in the school system for 42 years and still continues to sub, though she is retired. Joan has seen the connection between healthy development and the education a child receives. She believes it is never too soon to start educating children and has designed an education program for the Pregnancy Center that uses the developmental tasks a child goes through to enhance parenting proficiency.

**Deacon Tim DeFrange** has only been with the board 6 months, but has served as an essential connection between the Center and those who are passionate about promoting childbirth and supporting women and families who make this decision under difficult circumstances. He has always believed in the sanctity of human life and is grateful for an opportunity to do something tangible to support this cause. Deacon DeFrange is currently working on an expansion plan for the Advisory Board, to bring in community members from a wider range of religious and non-religious backgrounds.

## **JANET BENJAMIN**

- March 2013- Present**      **Coleman Professional Services: Kent, OH: Billing Specialist:**  
Accounts Receivables payment postings in Great Plains. Created invoices for Grant Funded Billing in Qualifacts, Great Plains and online portals such as APS, Guardianship, Homemaker, Passport, RW HIV, plus the Self Pay Mental Health clients. Helped with End of Month billing and created tracking spreadsheets.
- June 2011 - March 2013**      **Trillium Family Solutions: Canton, OH: Grant Billing Specialist:**  
Created invoices for Grant Funded Billing such as Federal AOD, RW HIV, APS, Guardianship, Homemaker, Passport plus the Self Pay Mental Health clients. Also billed for Deaf Interpretation Services. Made collection calls and reduced the aging reports for both Guardianship and DCS programs. Created end of month reports, aging reports and tracking spreadsheets. Helped with data entry, insurance verification, and credentialing.
- 2010 - 2011**      **Synova Inc.: Contract worker at GM / Lordstown Plant: Worked with Hewlett Packard:**  
Viewed computer screens to monitor production areas in order to notify supervisors when zone needed attention. Logged calls made to the supervisors as well as the number of drivers logged into various zones. Created a daily accumulated production report including violations at the end of each shift. Researched a specific part's or zone's history as requested.
- 2010 - 2011**      **United States Postal Services: Beloit, OH; Temporary Rural Carrier:**  
Sorted and delivered mail on a rural postal route every other Saturday and when regular carrier was on vacation.
- 1990 - 2009**      **Republic Services: formerly Browning-Ferris Industries (BFI) / Allied Waste Services:**
- **Checker at the Scale House**  
Checked manifests, keyed information into a Trux software program and printed the scale ticket. Created and maintained detailed reports for Republic Services, the Mahoning County Health Department and the Ohio EPA. Tracked information on various Excel spreadsheets, Microsoft Word and Word Perfect.
  - **Accounts Payable Clerk**  
Compared purchase orders and packing slips in order to process invoices. Took phone calls to assure and satisfy the vendors and customers regarding the payments due them. Distributed the mail, recorded and balanced the daily deposits. Assisted in filing payroll hours, and balanced the petty cash.
  - **Customer Service**  
Answered the phone and greeted customers at the front door as well as created a cordial and professional relationship making sure the inquiries were resolved to the customers' satisfaction.
  - **Risk Management Department**  
Maintained confidential files for the safety manager in recording, filing and processing employee injury / incident work claims. All claims were handled in a timely manner.
- Equipment Used:**
- Computer programs such as: Excel, Microsoft Word, Word Perfect, Great Plains, Qualifacts, and Outlook email
- Education:**
- Graduated from Alliance High School, Alliance, Ohio.
  - I attended college at night, part time, at various times throughout work history. Most recent one is Bergen Community College, Paramus, NJ for Early Childhood Education. No degree.
- Personal Qualities:**  
Honest, excellent organizer, reliable, good telephone skills, dependable, prompt, quick learner, friendly, and can work with others or limited supervision. I have my own reliable transportation.



# Rebecca R. Conaway

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## Experience:

12/11-present Coleman Professional Services

### **Pregnancy Center Project Coordinator (since 4/12)**

Create and oversee the coordination of:

- Programming
- Recruitment and volunteer assignments
- Marketing, outreach, and promotion of the center
- Pregnancy counseling support, including crisis pregnancy
- Individual education programs and classes that promote self-sufficiency through employment and life skills

### **Rehab Secretary**

#### **Employment Coordinator**

- Assist clients in overcoming barriers in obtaining employment
- Assess disability and reporting eligibility criteria
- Create individual plans for services
- Receive, process and pay billings from other vendors; editing billing reports
- Data entry for treatment provided, billing and referrals
- Fiscal contact for outside vendors

### **Clinical Mental Health Counseling Intern**

- Provided counseling using evidence based theoretical models
- Maintained connections with community resources for efficient referrals
- Diagnosis, assessment and symptom monitoring

### **Case Manager**

- Provided services to children and their families living with mental illness
- Worked with schools to ensure child's total wellbeing
- Evaluated, supported, and coordinated basic needs
- Developed and maintained detailed clinical documentation
- Visited clients in the community, in their home(s) with children present, and at various community agencies

9/10-12/11

### Family and Community Services

#### **Housing Specialist – (Miller Community House)**

#### **Domestic Violence Specialist – (Safer Futures)**

- Exclusive Point of Contact for in-house clients and families during shift(s)
- Performed over the phone assessments of clients' and families suitability for services

- Improved office efficiency (e.g. Communications, Data Management, Case Management).

**Education:**

- Pursuing my Masters in Clinical Mental Health Counseling
- BA in Psychology from Kent State University

**Certifications:** Chemical Dependency Counselor's Assistant Certification

**Internships:**

- **Clinical Mental Health Counseling Intern** - Coleman Professional Services
- **Research Administration Intern** - Center for Traumatic Stress, St. Thomas
- **Vocational Counseling Intern** - The Employment Source

**Volunteer:**

- Big Brothers and Sisters of America

Linda M. Trautman RN

## Personal Statement

I am friendly, caring, and clearly dedicated individual who enjoys sharing my nursing knowledge with others and opened to learning new concepts. I get along well with others, while also working efficiently on my own. I am seeking a position where my current skills and knowledge would be beneficial to others.

## Work Experience

Pregnancy Center of Kent/Coleman

April 2012-Present

Pregnancy advocate

Responsible for pregnancy testing, obtaining personal and medical history, providing prenatal, antenatal, and postnatal education. Also I am responsible for providing emotional, spiritual and physical support to our clients.

Robinson Memorial Hospital

Aug 1989-Oct 2008

Resource Nurse Birth Center

Dec 2007-Oct 20

Responsible for staffing unit, daily staff assignments, cross trained in L&D, Mother-Baby, and Nursery. Preceptor for new hires.

Interim Clinical Manager Birth Center

Jan 2007-Dec 2007

Responsible for maintaining a safe and competent patient care unit. Maintained staff competencies.

Charge Nurse/Staff Nurse

1991-2007

Responsible for nursing care of laboring patients, mother-baby, and babies in the nursery. Maintained fetal monitoring skills, IV and lab draws.

Staff Nurse

1989-1991

OB nursing care

Drs. J Ferrara & C Foote

May 1987-Aug 1989

Office nurse, assisted with patient exams and minor surgical procedures. Patient education, lab draws and medication administration.

Robinson Memorial Hospital Birth Center

May 1980-May 1987

Nursing care primarily on postpartum unit with cross training to labor and delivery & fetal monitoring.

Robinson Memorial Hospital

May 1971-May 1975

Basic nursing care of surgical and medical pediatric patients. Head Nurse 1 yr.

## Certifications/Accomplishments

NCC In-Pt OB

NRP Instructor, ACLS, BLS

Implemented Code Pink Program

Graduate, Akron School of Nursing, 1971

## Carly Crane

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### Summary

- Organized, focused individual with interested skill area in technology.
- Skilled at working under deadlines, problem-solving, and communicating ideas effectively.
- Passion for working with people with disabilities; area of expertise in transition-age youth.
- Professional, hard-working, and a strong advocate for disability rights.

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### Education

**Masters of Education, Rehabilitation Counseling**  
*Kent State University, Kent, Ohio*

*In Progress*

**Bachelor of Science in Education, Intervention Specialist**  
*Kent State University, Kent, Ohio*

*2010*

Four Year Resident Educator License – Intervention Specialist K-12

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### Career History & Accomplishments

**Transition Coordinator in Training, Kent State Transition Collaborative**

*2012-*

*Present*

- Developed and taught workshop courses devoted to workplace situations and social skills training.
- Created technology-based lessons focusing on work expectations, appropriate work conversations, and health at work.
- Oversaw and trained job coaches regarding work sites and creating task analyses.
- Trained and observed students at various worksites on the Kent State University campus.
- Met with employers to discuss student work and develop strategies to ensure success.
- Completed biweekly case notes focusing on work observations, areas of strengths and weakness, task analyses for Career Exploration students, and weekly goal attainment.
- Instructed students through task analyses on key functions in Microsoft Word and PowerPoint.

**Transition Coordinator in Training, Career and Community Studies**

*2011-2012*

- Developed and taught lessons pertaining to personal and daily living skills.
- Mentored students with topics such as social skills training, college coursework, and daily living skills.
- Modified and accommodated college coursework to fit student ability level and IEP goals.
- Met with college professors to check student progress and create study strategies for tests and exams.
- Created lessons based on travel training (use of county bus maps), PowerPoint presentations, and study skills.

**Learning Center Tutor, Huntington Learning Center.**

*2012-*

*Present*

- Instruct students in improving Language Arts, Math, and Phonics.
  - Develop book club to improve student's comprehension.
  - Develop task analyses on using Microsoft Word, sending emails, and using an iPhone.
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**Memberships & Affiliations**

- Golden Key International Honor Society
- Kappa Delta Pi

**References available upon request.**

### **Applicant Agency Profile (11-13, 4 pg max.)**

***11. Describe the services your agency currently provides, including logistics of operations and geographical areas of coverage, and any unique features. Include your agency's website address and attach a brochure that provides information on your agency.***

The Coleman Pregnancy Center, formerly known as the Pregnancy Center of Kent, has been providing pregnancy care services to Portage County since 2009, with linkages to a longer history of service in childbirth advocacy and family support through volunteers' professional backgrounds and the foundation built upon the previous childbirth advocacy organization serving the community. We offer practical ways to help women stay on their feet during pregnancy and provide extended family support during the vital first year of the child's life.

We confidentially assist, mentor and educate those facing expected or unexpected pregnancies. We respectfully listen with compassion and empathy to offer every client individualized support because no two situations are alike. We value forming long-term relationships that may include follow-up after the child is born and through the first year of the child's life. Our relationship building frequently extends to fathers, grandparents and others important in the lives and support systems of our clients. Our clients may be single, in college, or married with children; regardless, being pregnant comes with its own set of difficulties. Feeling overwhelmed is common. It is important to have someone to listen and help sort things out so the best decision can be made. We assist with emotional, spiritual, educational, and material issues. We promote self sufficiency and, being grounded in the community we serve, we offer first-hand knowledge of our unique community's resources.

We value forming relationships and know that no two situations are alike. We pride ourselves on providing services geared specifically for individual care. Each client meets with a trained Pregnancy Advocate that utilizing a comprehensive Needs Assessment tool in identifying needs such as: material assistance; prenatal vitamins; educational needs (development of fetus, changing body, nutritional needs, preparing for labor, infant care, budgeting, etc.); counseling or crisis psychiatric support; day care needs; adoption information; employment or job readiness training; health care needs; social support system; and, safe and affordable housing. Together, a Care Plan is created. This plan acknowledges obstacles, sets obtainable goals, and provides practical resources. Stamps are provided as clients meet their goals. These stamps can be redeemed for material goods. Since we know that having a baby can be expensive, we provide needed baby items such as diapers, clothing, wipes, maternity clothing, gently used car seats or other equipment.

Our ability to help does not stop at our direct services. We have the unique opportunity to provide direct referrals within our agency, Coleman Professional Services, for behavioral health needs, postpartum depression, substance use, marriage and family therapy, grief counseling, and other obstacles to emotional and mental well-being. We also have in-house employment services that allow for collaboration to promote job readiness, job placement and on-the-job support for those in need. Depending on the situation, a "warm hand-off" could be made to a clinical therapist or employment services specialist, increasing the likelihood of follow-through. Calls after hours roll to Coleman's crisis line for immediate connection to supportive and trained individuals who can assess whether there is a crisis situation, and provide information on the hours of service of the Coleman Pregnancy Center.

Coleman has been in Portage County since its founding in 1978 and has developed many strong referral relationships with other agencies that can offer services beyond Coleman's scope, such as food and

nutrition support, rental housing assistance, and prenatal and pediatric health care. With the support of Coleman, we can assist clients in learning about or applying for income, healthcare and nutritional supports such as WIC, Medicaid and Supplemental Nutritional Assistance Program. Over 80% of the individuals and families served at Coleman have incomes below \$16,000 and half of those make less than \$8,000 per year. The Coleman Pregnancy Center clientele falls within this income range on average. Coleman is experienced and comfortable with helping individuals navigate safety net programs. With the help of Coleman Professional Services and its extensive network of wraparound service partners in Portage County (as well as in Summit, Trumbull and Stark Counties), the support of area churches and many trained and experienced volunteers, we are able to care for the holistic needs of our mothers, babies, and families.

### **Geography of Portage County**

With an estimated population of 163,862, Portage County is primarily a rural county comprised of 18 unincorporated townships, four small cities and 7 villages. The City of Kent, home of Kent State University, is the largest city with 28,904 including on-campus housing. The demographics lean heavily toward transitional young adults, as well as low-to-middle income families. Kent is more racially and culturally diverse than the rest of the county. Nearly 10% of the population is African American, compared to 3% county-wide. Since the 2010 Census, the population of Kent is estimated to have grown by nearly 3,500. International student and faculty now comprise over 10% of the city's population, according to the KSU Office of Global Education. In addition to Kent, two other cities in Portage County are growing with many young families: Streetsboro and Aurora. Ravenna, the county seat, is the smallest city with a declining population of 11,724. The cities of Stow, Tallmadge and Hudson in Summit County are also close to Kent, which is on the western border of Portage and Summit counties. The northwest portion of Portage County, including the cities of Kent, Streetsboro and Aurora has seen the largest growth rate overall and of individuals of childbearing age.

Portage County has an overall poverty rate of 15.1%, which is at the State of Ohio's average rate. Some of the neediest regions are located in the outlying rural townships and villages. The rural areas of Portage County may have lower numbers, but the need for high levels of support, including education, may be greatest. The grant will help the Coleman Pregnancy Center reach out to outlying townships and villages, as well as to the county seat, to provide promotional materials, hold educational classes and provide follow-up visitation for clients. The teen birthrate is highest in Ravenna and the outlying communities that are also some of the poorest. Pregnancy Center staff expect to hold some classes in Windham, a small and impoverished village on the extreme east side of the county where Coleman already provides services at a community center and a group home. In Windham and surrounding townships of Freedom, Charleston and Paris, the birthrate to unmarried mothers is 52.6%, compared to 31.5% overall for Portage County, indicating a potential unmet need. In addition, Coleman has two facilities in Ravenna across from the county's only hospital. Classes and outreach can easily be provided within the smaller city of Ravenna, which is more centrally located to the rural east.

The Coleman Pregnancy Center strongly believes in access and visibility of services so that when an unplanned or crisis pregnancy occurs, access is not a barrier. Keeping the walk-in Pregnancy Center in Kent, on the busline and in a respected agency that has multiple referral relationships with the university and many community organizations within the population centers, will serve the greatest number of individuals who may need the services. Generally, individuals who reside in larger cities do not travel to smaller cities for services and college students are even less likely to access services outside of the immediate area. The Coleman Pregnancy Center is located at the population center of Portage

County, providing access to the largest number of teens, transitional youth and young adults who may also lack resources or support for child-bearing, adoption or parenting.

Website: [www.kentpregnancycenter.com](http://www.kentpregnancycenter.com) (new name in development)

*Program Flyer is attached.*

**12. Describe the population your agency serves including any demographic information as well as family makeup. Include the number of families served in the past 2 years.**

True to the Pregnancy Center's mission, the Center has served mothers, fathers, and extended families with no bias or judgment. Since we have opened our doors, we have provided support and care to a diverse client population. Being located minutes away from campus has given us a unique opportunity to provide multifaceted care tailored to students and also to provide the same quality of personalized care specific to Portage County families. Our clients range from young students who find themselves pregnant to Portage Co families that want to pursue a healthier life situation. Most of the families seen are from Kent and Ravenna. Since 2009, 42% of our clients have been from Kent, 17% from Ravenna, 25% have been from more rural Portage County, 5% were residents of another county, 11% had unknown or "other" residence. Of these community members, 28% have had unstable housing, and 48% were in need of employment or other financial assistance. 36% were students at KSU. Overall, 6% of the clients were international student families that had limited access to services and found support away from home within our Center. International students can feel isolated, and have unique support needs or cultural prohibitions regarding abortion as an option. The Coleman Pregnancy Center wants to expand our cultural sensitivity and outreach to this growing population.

Consistent with a high number of college-age students, as well as the challenging years transitioning to adulthood, the Center served a majority of clients in the 18-24 age range (53%) - the same percentage as the number of induced abortions in 2012 in Portage County within this same age group. A high number were from the 25-24 age range (32%). Only 5% were under age 18. According to Ohio DJFS data, out of all babies born in Portage County, 8% were born to teenagers under age 20. There are other faith-based services in the community that provide assistance to at-risk teens, including pregnant teens, but Coleman has a wide reach into area schools and universities, as well as a growing Child and Adolescent Services Program. Because pregnancies and childbirth within this age group are likely to be unplanned or are crisis pregnancies in which the individuals and families are especially in need of support, Coleman anticipates increasing this number served, including establishing referral relationships with other agencies that provide services to this population. The Coleman Pregnancy Center feels uniquely qualified to provide crisis services to pregnant women, fathers and families of infants, because of its association with Coleman's nationally recognized behavioral health and rehabilitation services.

Over the past two years, the Pregnancy Center served 55 families. With more funding, hours of operation, range of services and outreach can be expanded through development of a stable and qualified professional staff, as well as expansion of the volunteer program.

**13. Provide a Current Organizational Chart and specify the key management and administrative personnel who will be assigned to this project.**

*Organizational Chart attached.*



# Coleman Pregnancy Center

*Wrapping our blanket of care around mothers and their babies.*



The Coleman Pregnancy Center, formerly known as the Pregnancy Center of Kent, has been providing pregnancy care services to Portage County since 2008. We confidentially assist and support those facing expected or unexpected pregnancies. We respectfully listen with compassion and empathy to offer every client support for opportunities before, after, and beyond their baby's birth.

Our clients may be single, a college student, or married with children; but being pregnant comes with its own set of difficulties. Feeling overwhelmed is common at this time. Having someone to listen to our clients and help them sort things out so that they can make an informed decision is very important. We are here to assist them with emotional, spiritual, educational and material issues.

## We currently provide the following services:

- Free pregnancy testing
- Honest education about options
- Pregnancy care support
- Individualized education classes
  - Infancy Care
  - Your Body While Pregnant
  - Preparing for Labor
  - Nutritional Planning
  - Budgeting for a Baby
- Job readiness support
- Faith based support
- Incentive based material goods distribution
- Community resource referral

We value forming relationships and know that no two situations are alike. We pride ourselves on providing services geared specifically to individual client needs. Each client will meet with a Pregnancy Advocate that will help identify spoken and unspoken needs. Together, a Care Plan is formulated. This acknowledges obstacles, sets obtainable goals and provides practical resources. As the client meets her goals, she will be rewarded with vouchers which can be redeemed for material goods.

Our ability to help does not stop at our direct services. We refer clients within our larger agency for additional promotion of self sufficiency and increased care for behavioral health needs.

We want to help mothers and families stay on their feet when an expected or unexpected pregnancy threatens to knock them down. Please see below for contact and referral information.

Clients or providers can contact us by phone, e-mail, or a contact form located on our website. You can also complete and fax or mail the attached referral form.

We are always accepting donations of new or gently used baby items, diapers and formula.

For more information on volunteering, contributing to the center, or collaboration opportunities, please call Du Conaway at 330-676-6851.

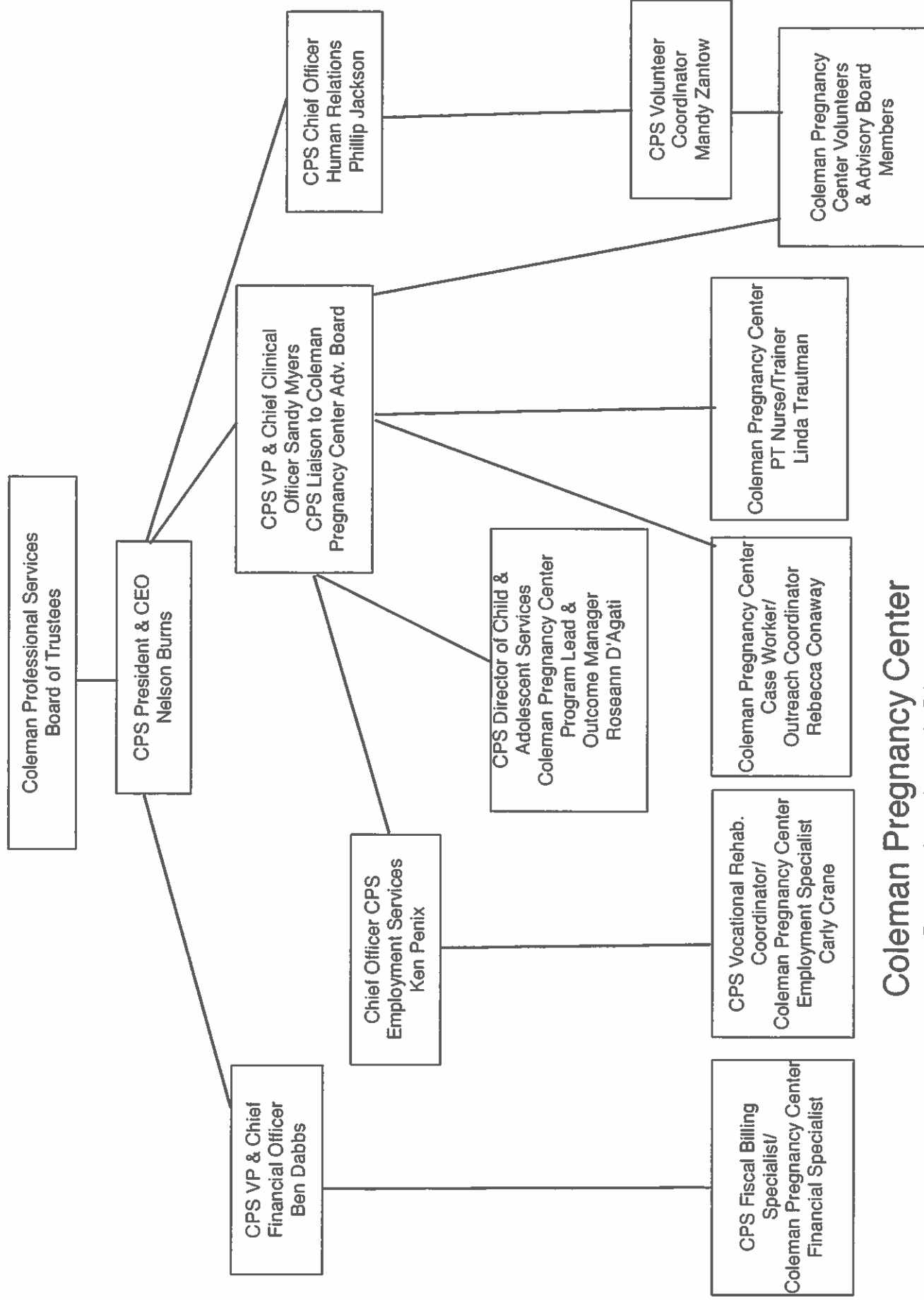
## Current Office Hours:

Tuesday 9a-12p, Wednesday 12-3p, Thursday 3-6p

Additional times by appointment only.

(Hours are subject to change)

ph 330-839-9919 fx 330-678-3677  
pregnancycenterofkent@gmail.com  
5982 Rhodes Rd  
Kent, OH 44240  
[www.kentpregnancy.com](http://www.kentpregnancy.com)



# Coleman Pregnancy Center Organizational Chart

7/21/14

**Program Design (14-18, 4 pages max.)**

**14. Please indicate a minimum of two (2) planned uses of funding for this program:**

**a. Increase number served** YES Increasing the number of families served is our number one priority. As we continue to grow, so does the variety of services that we can offer our clients. Right now, we have a limited budget that allows for basic pregnancy care services provided primarily to mothers. While we are thankful that we have been able to provide these basic services, we know that there is so much more to a healthy family than material goods and education about pregnancy. With funding, we believe we will be able to double the number of mothers served, and create a branch of programming that focuses on family cohesion and the support of the father. We will be able to focus on creating structured programs with clear outcome goals. It will also mean being able to extend the reach of our services and increase the depth at which we provide individual support. Each family member has their own unique needs and by applying this funding to program expansion we will be able to increase our numbers by having services to meet those individual needs

**b. Provide expanded or new services** YES Historically, we have offered pregnancy testing, prenatal vitamins, material goods, pregnancy education and pregnancy counseling supports. The hallmark of our change began with our Care Coordination System. By completing the Needs Assessment with our clients, we are able to assess their areas of needs while simultaneously developing a positive helping relationship. With funding, we will be able to build on these current services and create new services to better address the needs that prohibit our clients from obtaining self-sufficiency and a positive home life. We will also be able to provide informed and comprehensive training to our volunteers and staff. Portage County agencies have done a great job providing support to families and pregnant women; we want to fill in any remaining service gaps.

In joining with Coleman, we were able to begin a basic employment class provided by an experienced volunteer. One of our main expansions will be of these services increasing skills and independence. With funding we can take our basic employment support and develop it into a full-service employment program. As of now, Coleman Employment Services can only offer their full range of services to individuals with disabilities. If we could provide that full range of services to our pregnant clients and their families, their self sufficiency and ability to care for their children would greatly increase.

If a client indicates that they need employment support, they will begin with taking an assessment that explores their strengths, limitations, and previous experience. Clients will then meet with a certified Employment Specialist from Coleman's Employment Services to create an employment plan or administer further vocational evaluations. Clients would then be placed into an education cohort where they will learn job seeking skills, such as resume and cover letter writing, how to search for a job, how to network, and how to apply for a job, interviewing skills and how to dress. After this class, they will be enrolled in follow-along services with our Employment Specialist. This will provide individual support unique to the clients' needs by helping overcome obstacles presenting in the job seeking process and educating clients on their benefit changes. The follow up services will continue to support through obstacles faced, such as childcare and transportation, as clients prepare to adjust to a new work environment. After a client has reported 60 days of employment, they will have successfully completed our employment program. Clients can return to the program anytime they desire. This will certainly increase clients' ability to sustain financial stability and address the other issues that stem from financial uncertainty.

Another area of expansion would be the educational services we provide our clients. Right now we have a limited number of volunteers that can provide comprehensive education about pregnancy and caring for their infants. We are also partnering with The Ohio State University to offer a Nutritional Program that is part of their "Eat Smart, Be Active" initiative and are working to design a "Budgeting with a Baby" program. With funding, we could offer small educational cohort groups (women and families at about the same pregnancy/parenting stages), in the before-mentioned areas that would also serve as support groups for moms, dads, and other family members respectively. An expanded program would create individualized education and educational cohorts designed for fathers and the unique experiences they have during pregnancy and parenting in the first year. Finally, with funding we could implement an on-going comprehensive training program to increase the number of volunteers that are able to provide this education and expand the nutritional class to include fathers and other significant care providers. We could afford to spend more time and resources in developing curriculum and materials to supplement the learning.

**c. Expand geographical area: YES** We recognize that the population served does not adequately reflect the need presented from each region of the county. Considering that rural Portage County has higher prevalence rates of teen and unwed pregnancy, the number of clients served from these cities should reflect this statistic. An increase in outreach to both the cities and the rural townships and villages is necessary. This can be accomplished, partly with support from the grant for materials and additional paid staff time, through participation in a myriad of festivals across the county, as well as the critical need to continue building outreach through churches and other community-based organizations.

However, outreach is not enough. With funding, a focused plan to develop increased access to communities that have higher levels of poverty and need for services specific to each region can be created and implemented. With adequate funding support for travel, staff could arrange to meet with clients at locations closer to their homes or conduct follow-up visits within homes if funding is provided. An additional need is to provide clients with transportation vouchers to our Kent location which is located conveniently on a major bus route connecting Kent to Kent State University, and to the county seat, Ravenna.

Another area of outreach would be to strengthen our existing outreach and relationships on the campus of three universities located in Portage County: Kent State University, Hiram University and the Northeast Ohio Medical University. Being able to support campus groups, present at University-based festivals and fairs, and provide sponsorships and support unique to college students would vastly increase our presence on campus. Over the years several college students have volunteered at the Pregnancy Center, and we would continue to cultivate and expand this important linkage, including through internships.

All of this outreach would be extremely difficult without additional marketing funds. Funding will provide support for expanded advertising, including the money to support the production of brochures, flyers, and other materials. It will also allow us to create a stronger presence of branding for our center. Currently, Coleman Professional Services has been providing in-kind marketing support with this re-branding, including assistance with updating the website and other key outreach materials.

**d. Other proposed use of funding: YES** Already established in the community, with grant funding the Coleman Pregnancy Center is set for another era of growth in services and effectiveness. There is especially a strong need for professional staffing. Over a year ago, advisory board members donated a significant amount of money to hire a paid staff member after a key volunteer left. The funding provided

for a staff member at only 10 hours a week. It has been a significant struggle to coordinate volunteers, training, fundraising, program development, marketing efforts, and any other task that presented itself and provide the level of services that will have the strongest impact. We would hope to use the funding to compensate paid, credentialed and accountable staff to professionally implement and expand all of the above mentioned services. This includes creating a paid position at the level of case worker – the position identified as the most critical at this time. This will help us grow in providing the customized, professional, person-centered holistic support that both Coleman Professional Services and the Pregnancy Center have become known for in Portage County and surrounding communities.

**15. Services and numbers of new individuals served (over first year of funding):**

Program Service	New number served	Program Service	New number served
Clothing	50	Parenting Classes	30
Counseling	60	Postpartum Recovery	15
Diapers	30	Transportation	15
Furniture/Equipment	40	Childcare vouchers	5
Health Care	50	Employment services	30
Nutrition Ed/Support	40	Adoption support	5

**16. Describe agency's relationships with partner community organizations:**

Coleman Professional Services serves over 20,000 people per year with 7,000 children, adolescents, adults, and families served in Portage County. The merger of the Pregnancy Center of Kent with Coleman Professional Services resulted in opportunities to maximize access to pregnancy services for girls and young women in the county. Coleman is the evaluation and pre-screening agency for Portage County and provides Crisis Intervention to over 4,000 people annually. Crisis Intervention can be a gateway to the Pregnancy Center. Furthermore, the merger results in a greatly enhanced menu of services for pregnant women. In addition to traditional parenting support offered through outpatient services such as Case Management, Counseling and Psychiatry, Coleman has a recent contract with Portage County Department of Job & Family Services (PCDJFS) to provide Parenting Services using the Evidence-Based Practice "Nurturing Parent Program". This program has assessment, prevention and treatment components and has a unique component for parents of infants. The prevention-treatment phase of the program is a strength-based model that is designed to support families in the five protective factors that include parental resilience, social connections, knowledge of parenting and child development, concrete support in times of need, and social and emotional competence of children. The merger with Coleman increases the connection of the Pregnancy Center with PCDJFS because of the strong relationships over many years already formed between Coleman and the Children's Services of PCJFS, such as through provision of summer youth employment services. In working with its network of employers developed over time, Coleman has assisted over 200 people to achieve employment each year for the past three years.

Coleman has contracts to serve students in multiple environments including local high schools and the Kent State University Health Clinic. This creates opportunities to educate medical personnel, guidance counselors, school administrators, and teachers about the resources available at the Pregnancy Center. In addition, Coleman's Vice President of Behavioral Health is a Board Member of the Portage County Health Department and an Advisory Board member of Axxess Pointe, the local Federally Qualified Health Center. Community education of the Pregnancy Center services is enhanced because of these existing relationships. Coleman's Youth Leadership Board is an innovative peer education and support program



within several local high schools. This is a uniquely effective way to develop early intervention and support youth who are in crisis get the help they need. Since its founding, the Pregnancy Center has developed a strong referral relationship with area clergy and congregations, including those that serve college students such as the Newman Center at Kent State University.

The Women's, Infants and Children's (WIC) nutritional program in Portage County is the agency that has provided the most referrals to the Coleman Pregnancy Center. Coleman Pregnancy Center staff attend "Help Me Grow" subcommittee meetings, which is a gathering of key individuals from community agencies that work with pregnant women and growing families. Coleman is a founding member of the Portage County Continuum of Care and works closely with other social service agencies such as Family and Community Services and the Portage Co. Metropolitan Housing Authority to provide housing and supportive services to at-risk families and individuals. Over many years, Coleman has become well linked with other area agencies providing emergency food support, clothing, shelter and other critical-needs assistance, including Catholic Charities of Portage and Stark Counties, Family and Community Services and Townhall II, which provides health services and drug/alcohol counseling in downtown Kent.

***17. Define the eligibility requirements for the services provided:***

The Coleman Pregnancy Center commits to following the eligibility requirements as outlined in Ohio Revised Code 5101.804 Ohio Parenting and Pregnancy Program to provide services for pregnant women and parents or other relatives caring for children twelve months of age or younger. These requirements the Coleman Pregnancy Center commits to following include: refraining from association with any abortion activities, counseling or referrals to abortion clinics; providing services free-of-charge to pregnant women and parents or other relatives caring for children twelve months or younger; and has a primary purpose of promoting childbirth through counseling and other services including parenting support. In addition to the agency providing these services being a private, not-for-profit organization, Coleman Professional Services operates ONLY IN the State of Ohio. While we expect to serve many individuals who have incomes at or below the poverty level, there are no income-based eligibility requirements for the core pregnancy and parenting services offered by the Coleman Pregnancy Center.

***18. Include a description of the target audience that will be serviced by the provider.***

The target audience of the Coleman Pregnancy Center is any woman who is experiencing a crisis pregnancy or who may need material, education and emotional support during and after pregnancy to support the health and well-being of their child, their own selves, and the child's family system, and who reside either permanently or temporarily in Portage County or in neighboring counties served by Coleman Professional Services (Summit, Stark and Trumbull counties). The target audience is especially at-risk teens, transitional age young adults including college students, and other individuals or families who are experiencing financial and/or emotional distress or concerns related to a planned or unplanned pregnancy or birth/adoption of a child up to twelve months old. Based on past numbers served, the Coleman Pregnancy Center would expect to serve the most individuals in the 18-24 age range, followed by the 25-34 age range. Coleman's outreach into the area high schools will increase the numbers served in the under 18 age range. All ages will be welcome. Also based on past numbers served, the Coleman Pregnancy Center would expect to serve a large majority of single parents, who may also have partners outside of marriage. Providing services to both parents, as well as other family members, may enable families to become more cohesive, perhaps supporting more two-parent families. Based on past numbers, the Coleman Pregnancy Center would expect to serve a majority of individuals who reside in the city of Kent, including college students and international students and their families. The grant will help us also reach out to families in rural areas and smaller cities, including Ravenna.

**Program Outcome Management (19-20, 2 pages max.)**

**19. Clearly describe the intended outcomes for this program and the indicators your agency will use to measure effectiveness.**

If funding is provided, the Coleman Pregnancy Center will:

- 1) Increase the number of families served from 30 per year to 60 per year, including fathers and other family members, effectively doubling the reach of the Center. Each client family will count as 1 client for purposes of this measure so that the number of actual clients receiving services could be higher as a result of family members receiving support, other than the pregnant client or mother.
- 2) Increase the number of pregnant clients who choose childbirth (parenting or adoption) from 55% to 75% of those served. This would be approximately 45 pregnant clients during the year. Telephone contact will be attempted for those who do not return for additional services to determine outcome more clearly. At present, over 30% of the outcomes are “unknown”. This follow-up can also increase the likelihood of eligible clients returning for services.
- 3) Increase the number of services per client (nutrition, employment, parenting education, counseling, etc.) as measured by number of client contacts or appointments. At present, clients have had an average of 2.8 contacts/appointments with Pregnancy Center staff. Coleman will increase this average to 4 contacts per client, indicating a higher utilization of services and greater engagement with service providers over time. More than 1 contact can occur in one visit such as a Pregnancy Advocate performing a Needs Assessment and then providing a “warm handoff” to the Employment Specialist. Clinical notes and tracking will need to be done in a thorough manner, monitored and maintained by professional staff.
- 4) Increase the number of clients who participate in a follow-up postnatal program from approximately 13 per year to about 25 or over 50% of those served who are eligible (who choose to give birth and who remain in the program). Previously, statistics were collected for those provided with “follow-up” services but a time length was not indicated so the number is not very comparable. However, Coleman Pregnancy Center staff will commit to working with parenting families for one year past the birth of the baby. Coleman will track the number of families served for the full year, and will also track the length of time other families are provided with follow-up services and support.

In addition, at least 90% of clients will indicate they are satisfied or very satisfied with the overall quality of the program and their experience with Coleman Professional Services as measured on surveys that will be requested upon exit from the program or mailed to current clients at least once during the grant period. We anticipate with the high degree of person-centered and individualized support services that clients receive will support high satisfaction rates with their service providers, as well as the services they are able to access. The voluntary nature of participation in these services will also increase satisfaction.

**20. Describe how program data will be collected and confidentiality maintained.**

Coleman utilizes the electronic health record Qualifacts and, since the merger, has configured Qualifacts to include Pregnancy Center Program client records. The Pregnancy Center is established as a unique program in Qualifacts that includes forms such as: service plan, progress notes, and discharge

summaries. This allows for invoices and reports to be generated, pulling fields that will address the outcomes described above, as well as demographic information important to understanding the population served. Qualifacts is utilized by all clinical services at Coleman and is designed to assure compliance with all Health Insurance Portability and Accountability Act (HIPAA) privacy requirements. All Coleman employees from clinicians to billing clerks must complete an annual online HIPAA training regarding disclosure of protected health information. Volunteers are also provided with HIPAA training as part of Coleman's Volunteer Orientation Program. Information pertaining to client health information is restricted on a "need to know" basis.

**Subgrantees and Vendors (21-22, 1 pg. max)**

***21. Disclose whether or not any sub-grantees will be used for this project:***

No sub-grantees will be involved in this project. The Coleman Pregnancy Center is a business unit of Coleman Professional Services, the entity applying for this grant. Therefore, it is not a sub-grantee.

***22. Describe monitoring process for sub-grantees.***

Not applicable.



Ohio Parenting and Pregnancy Program Grant

**APPENDIX A**  
**TECHNICAL APPLICATION**

**Program Budget (1 of 2)**

<b>Program Budget Items</b>	<b>Totals</b>
Personnel	\$ 68,990.60
Fringe Benefits	\$ 19,317.37
Staff Mileage/Other Travel	\$ 405.00
Supplies	\$ 425.00
Office Expense	\$ 666.00
Participant Transportation	\$ 500.00
Participant Support	\$ 500.00
Material goods/diapers	\$ 500.00
Printing	\$ 1,200.00
Building expenses	\$ 2,246.40
Phone/Utilities	\$ 673.92
Software Maintenance Agreement	\$ 660.00
Total program costs	\$ 96,084.29
Indirect Costs (12.05%)	\$ 11,578.16
<b>TOTAL</b>	<b>\$ 107,662.45</b>

## **Budget Narrative (2 of 2)**

### **Personnel: 1.2 FTE**

Program Lead @25% FTE (\$16,079)

Program Outcome Manager @10% FTE (\$6,431.60)

Case Worker @ 75% FTE (\$30,000)

Contract Nurse/Trainer @ 8 hours per week/\$30 per hour (\$12,480)

Employment Specialist @ 10% FTE (\$4,000)

Fringe Benefits @.28 (FICA, Workers Comp/Unemployment Insurance, Medicare, Retirement, Hospitalization Insurance, Life/Disability & Wellness)

### **In-Kind Personnel/Fringe (\$14,556.80)**

Fiscal Specialist @ 5%FTE (\$1,372.80)

Case worker @ 25% FTE (\$10,000)

In-Kind Fringe: (\$3,184)

Staff Mileage – 750 miles per 1.2FTE @.45 per mile (\$405)

### **Supplies (\$425)**

(Paper, copy paper, files, pens)

### **Office Expenses – 12 months (\$666)**

Cell phone for Case Worker @ \$30 per month (\$360)

Internet Service (\$181)

Postage (\$125)

Participant Transportation – PARTA tokens - 100 tokens at 4/\$10 (\$400)

Participant Support – daycare vouchers while seeking work, clothing for job interview, etc. (\$600)

Material Goods/Support not donated– diapers, formula, etc. (\$500)

Printing – 1,000 brochures @ 1.20 each (\$1,200)

Building Expenses – Rent - \$13 per SF X 144 X 1.2FTE (\$2,246.40)

Software Maintenance Agreement – 1 year – (\$660)

Phone/Utilities @ 30% of rent (673.92)

Indirect Rate - 12.05% based on the Schedule of Functional Expenses from our latest tax return to indicate the method we use to calculate our indirect rate. We use the Management and General expenses and compute that as a percentage of our total expenses. In this case, it is:  
 $\$3,190,345 / \$26,470,324 = 12.05\%$

Coleman's Indirect Rate is approved annually by the Opportunities for Ohioans with Disabilities Agency (ODOD) and is utilized in the VRP3 program.

*Please find attached our Schedule of Functional Expenses.*

**Part IX Statement of Functional Expenses**

Section 501(c)(3) and 501(c)(4) organizations must complete all columns. All other organizations must complete column (A).

Check if Schedule O contains a response to any question in this Part IX ☐

Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1 Grants and other assistance to governments and organizations in the U.S. See Part IV, line 21				
2 Grants and other assistance to individuals in the U.S. See Part IV, line 22				
3 Grants and other assistance to governments, organizations, and individuals outside the U.S. See Part IV, lines 15 and 16				
4 Benefits paid to or for members				
5 Compensation of current officers, directors, trustees, and key employees	1,532,539	1,332,024	180,884	19,631
6 Compensation not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)				
7 Other salaries and wages	15,789,397	13,723,532	1,863,603	202,262
8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)	414,911	360,980	48,559	5,372
9 Other employee benefits	1,469,213	1,278,241	171,948	19,024
10 Payroll taxes	1,123,874	977,790	131,532	14,552
11 Fees for services (non-employees):				
a Management				
b Legal	63,266	7,338	55,928	
c Accounting	55,575	6,446	49,129	
d Lobbying				
e Professional fundraising services. See Part IV, line 7				
f Investment management fees				
g Other (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Schedule O.)				
12 Advertising and promotion	73,479	47,987	25,490	2
13 Office expenses	234,269	190,202	42,538	1,529
14 Information technology				
15 Royalties				
16 Occupancy	2,251,323	2,044,687	181,616	25,020
17 Travel	451,183	423,351	24,690	3,142
18 Payments of travel or entertainment expenses for any federal, state, or local public officials				
19 Conferences, conventions, and meetings	137,840	43,209	93,177	1,454
20 Interest	41,920	4,084	37,836	
21 Payments to affiliates				
22 Depreciation, depletion, and amortization	325,687	284,195	41,426	66
23 Insurance	152,075	141,804	9,276	995
24 Other expenses. Itemize expenses not covered above. (List miscellaneous expenses in line 24e. If line 24e amount exceeds 10% of line 25, column (A) amount, list line 24e expenses on Schedule O.)				
a <b>BAD DEBT EXPENSE</b>	734,978	679,884	55,094	
b <b>TELEPHONE</b>	345,632	322,943	20,908	1,781
c <b>OPERATING SERVICES</b>	310,003	285,762	23,216	1,025
d <b>SOFTWARE MAINTENANCE</b>	298,676	281,770	16,821	85
e All other expenses	664,484	546,398	116,674	1,412
25 <b>Total functional expenses.</b> Add lines 1 through 24e	26,470,324	22,982,627	3,190,345	297,352
26 <b>Joint costs.</b> Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Check here <input type="checkbox"/> if following SOP 98-2 (ASC 958-720)				